Army Civilian Training, Education and Development System (ACTEDS) Plan for Career Program-35 (Intelligence)

THIRD EDITION

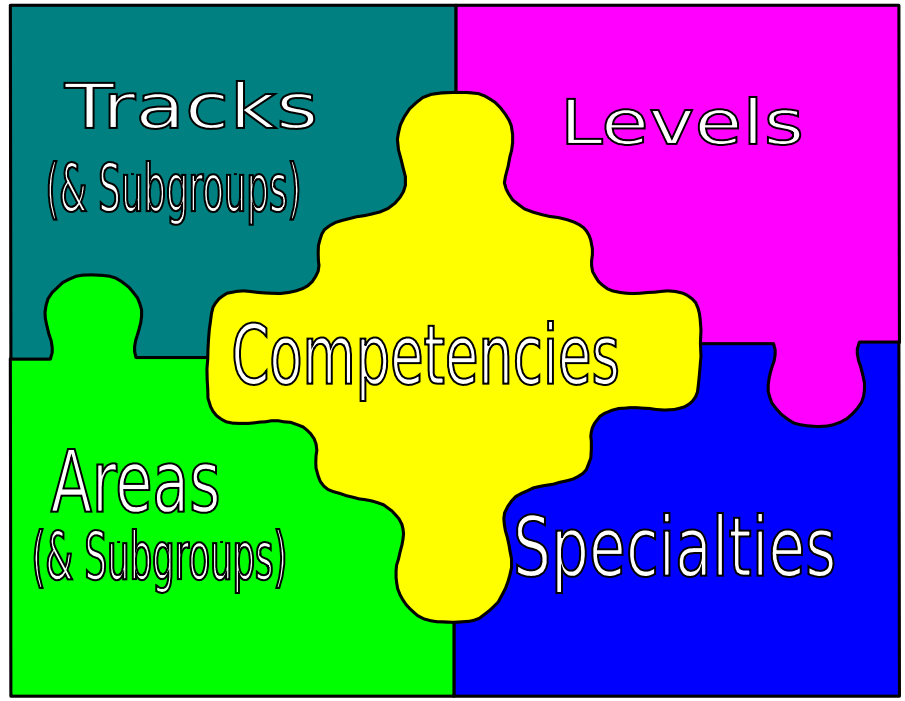
MAY 2001

"Executive Briefing"

Updated 08/02/01

PURPOSE OF BRIEFING

- **Inform Army MI Leadership of:**
  - Plan Development
  - Components of the Plan
  - **Major Policies/"Teeth"**
  - Relationship to Other Initiatives
  - Marketing
  - **Implementation Expectations**
- **Note FC/FCR Guidance**
- **Seek Support for Implementation**



PURPOSE OF ACTEDS PLAN

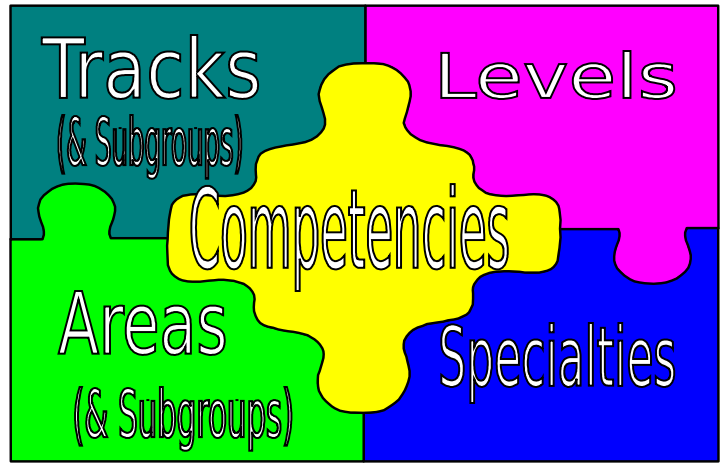
- Provide Army Managers and Careerists with Policy and Supporting Guidance for Systematic, **Competency-Based** Career Planning and Development to Meet Present and Future Needs
- Blends On-the-Job Training with Formal Education, Classroom Training, Collaborative Distance Learning, Developmental Assignments, Self Development, etc.
- Results in Competent Careerist - **Does <u>Not</u> Guarantee Promotion**

PLAN DEVELOPMENT

- Over Two Years of Effort
- Frequent Coordination
- Replaces Second Edition
  - Clear relationship to two previous editions
- Embodies Several Changes
  - Updates CP Structure and Army Competencies
  - Optional Certification of Attainment of Standards for a Career Level for a Career Area/Specialty
  - **Linkage of Career Management Objectives with Personnel Actions and Organizational Planning**
  - Integrates IC Requirements
- Incorporates ICO Designation Programs

CP STRUCTURE - SKILL SETS

- Dual Tracks (Non-Supervisory and Supervisory)
- 4 Career Levels
- 5 Career Areas
- 2 to 5 Subgroups Per Career Track/Area
- 2 to 9 Specialties Per Area
- **Competencies by Track, Area, Subgroup and Specialty**
- Key Positions - Career Development Objectives in Army for Careerists



CP STRUCTURE/MTP

- MTP in Appendix A
- Divided into 7 Groups of Competencies
  - **Technical Career Track** *(Will Change if Army or IC Publishes Standard Competencies)*
  - **Managerial Career Track** *(**More Constant** - Office of Personnel Management [OPM] Published Requirements)*
  - **Collection Management Area *(IC Recognized)***
  - **Production/Analysis *(IC Recognized)***
  - **Security Countermeasures Area (SCM)/*Counterintelligence*** (CI) ***(IC Recognized)***
  - **Education/Training Area** *(Army Unique)*
  - **Intelligence Combat Development Area** *(Army Unique)*

APPENDIX A - MTP (Con't)

- **5 Functional Career Areas**
- **Subdivided by 2 *Subgroups***
  - ***Organizational/Environment*** (Competencies Related to Understanding Relevant Organizations [DOD, Army, IC] and the Structure and Operations of Customers)
  - ***Functional/Substantive*** (Competencies Required By or Part of the Career Area)
- **4 Career Levels**
  - Entry/Developmental
  - Full Performance
  - Expert
  - Senior Expert

COMPETENCY REQUIREMENTS DETERMINATION & CERTIFICATION

1. Determine Your Career Track & Select & Attain At Least 66% of the Competencies In Each Applicable Subgroup At Your Career Level of -

- Developmental
- Journeyman/Supervisor
- Expert/Manager or
- Senior Expert/Executive

1a. Those in the Supervisory/ Managerial Career Track Are Required to Also Select & Attain Many of the Technical Track Competencies

2. Determine your Career Area & Specialty & Attain at least 66% of the Competencies in Each Applicable Subgroup at your Career Level

1. Technical Track Competency Subgroups

- Universal
- Leadership/Teamwork
- Organizational/Environment
- Functional/Substantive

1a. Supervisory/Managerial Track Competency Subgroups

- Leading Change
- Leading People
- Results Driven
- Business Acumen
- Building Coalitions/Communications

2. Subgroups of the Five Career Areas

- Organizational/Environment
- Functional/Substantive

- Written Submission With Documentation (See Appendices D & E for Forms) & Last Three Performance Appraisals

- Verification of Supervisory Chain & Career Program Manager Approval

Steps To Determine Your Required Competencies and Attain Certification:

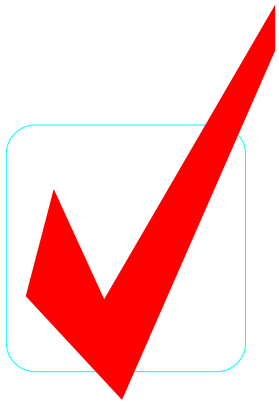
Step 1 - Go to Appendix A of the ACTEDS Plan, Page A-2 to determine your Career Track, Career Area and Specialty (if appropriate).

Overview of CP-35 Structure

#	CAREER TRACK		SUBGROUPS	LEVELS
1	**TECHNICAL (COMMON/CORE**	**C** **CU** **CL** **CE** **CG**	 - Universal - Leadership/Teamwork - Organizational/Environment - Functional/Substantive	Entry/Developmental Full Performance/Journeyman Expert Senior Expert
2	**SUPERVISORY/ MANAGERIAL**	**M** **ML** **MP** **MR** **MB** **MC**	 - Leading Change - Leading People - Results Driven - Business Acumen - Building Coalitions/Comm.	Team Leader Supervisor Manager Senior Executive

	CAREER AREAS		SUBGROUPS	SPECIALTIES
3	***COLLECTION MANAGEMENT***	**O** **OE** **OF**	 - Organizational/Environment - Functional/Substantive	Requirements Operations
4	***PRODUCTION/ ANALYSIS***	**P** **PE** **PF**	 - Organizational/Environment - Functional/Substantive	Analysis Intelligence Threat Support Materiel Exploitation Materiel Acquisition
5	**SECURITY COUNTER-MEASURES/ COUNTER-INTELLIGENCE (CI)**	**S** **SE** **SF**	 - Organizational/Environment - Functional/Substantive	Technical Security Physical Security Information Security Industrial Security Disclosure Security Personnel Security Automation Security Operations Security Counterintelligence
6	***EDUCATION/ TRAINING***	**E** **EE** **EF**	 - Organizational/Environment - Functional/Substantive	Instructor Education Training
7	***INTELLIGENCE COMBAT DEVELOPMENT***	**I** **IE** **IF**	 - Organizational/Environment - Functional/Substantive	- General Intel Combat Dev - Design and Development - Materiel Acquisition - Staff Management

Step 2 - Then go to page A-5 for the Common/Core Competencies for the Technical Career Track and review Subgroups



Subgroups of the Common/Core (Non-Supervisory) Technical Track with Associated Competencies

UNIVERSAL (CU) (7 or more)	LEADERHIP/ TEAMWORK (CL) (4 or more)	ORGANIZATIONAL/ ENVIRONMENT (CE) (5 or more)	FUNCTIONAL/ SUBSTANTIVE (CF) (4 or more)
CU.1 Written Communica-tion	CL.1 Project Management	CE.1 Army Roles, Customs and Courtesies	CF.1 Broad Career Area Expertise
CU.2 Oral Communication	CL.2 Teamwork/ Teambuilding/ Leadership	CE.2 Army Organizational Roles	CF.2 Multi-Career Areas/ Related Disciplines
CU.3 Computer Skills	CL.3 Concept Facilitation/ Influencing/Negotiating	CE.3 DOD and Joint Organizational Structures, Roles and Missions	CF.3 Intelligence Cycle
CU.4 Staff Work	CL.4 Decision Making	CE.4 Intelligence Community and the National Intel Process	CF.4 National Security and Military Strategy
CU.5 Reasoning/ Problem Solving/ Creative Thinking	CL.5 Evaluation and Critique	CE.5 Army Intelligence Roles and Functions	CF.5 Intelligence-Unique Computer/Network Systems
CU.6 Self-Management/ Initiative		CE.6 Interagency Coordination	
CU.7 Security Precepts, Requirements, and Procedures		CE.7 Force Integration	
CU.8 Diversity Awareness			
CU.9 DCIPS/ CP-35			
CU.10 Funding and Contracting; Cost Analysis			

Step 3 - Then go to page A-21 for the Security Counter-measures/CI Career Area Competencies and review Subgroups and Specialties -

SECURITY COUNTERMEASURES (SCM)/COUNTERINTELLIGENCE (CI) COMPETENCIES (S)

ORGANIZATIONAL/ ENVIRONMENT (SE) (4 or more)	SPECIAL-TIES	FUNCTIONAL/ SUBSTANTIVE (SF) (11 or more)	CI	TECH	INFO	DISC	AUTO	OPS	PHYS	IND	PERS
SE.1 DOD Organizations and their Investigative Responsibilities	All	SF.1 Security Laws and Regulations	X	X	X	X	X	X	X	X	X
SE.2 Analysis Organizations	All	SF.2 Intelligence Laws & Related Statutes	X	X	X	X	X	X	X	X	X
SE.3 HUMINT Operations	All	SF.3 Countermeasure Disciplines	X	X	X	X	X	X	X	X	X
SE.4 Joint Interagency Operations	All	SF.4 Foreign Intelligence Threat	X	X	X	X	X	X	X	X	X
SE.5 Multidiscipline SCM or CI Operations	All	SF.5 ADP/IA Security Operations	X	X	X	X	X	X	X	X	
		SF.6 Acquisition Systems Protection Program	X	X	X	X	X	X	X	X	X
		SF.7 Special Access Program Requirements	X	X	X	X	X	X	X	X	X
		SF.8 Foreign Disclosure	X	X	X	X	X	X	X	X	X
		SF.9 Counterterrorism and Antiterrorism	X	X	X	X	X	X	X	X	X
		SF.10 Counter-proliferation	X	X	X	X	X	X	X	X	X
		SF.11 Foreign Ground Forces	X	X	X	X	X	X			
		SF.12 Technical Surveillance Countermeasures (TSCM)	X	X	X		X		X		
		SF.13 Counterintelligence (CI)	X	X	X	X					
		SF.14 Counterintelligence Requirements and Procedures	X	X	X		X				X
		SF.15 Certification Requirements	X	X							
		SF.16 Polygraph Operations		X							X

Step 4 a - Then go to Appendix D and put together a summary of your experience, education, training and self-development activities

DOCUMENTATION OF COMPETENCY FROM TRAINING OR EDUCATION FOR CP-35

NAME: _____ **DSN NO:** _____ **SERIES:** 080 **CURRENT GRADE:** 12.
CURRENT ORGANIZATION: _____ **CAREER TRACK:** Non-Supervisory/Technical .
CAREER AREA: Security Countermeasures/CI **CAREER LEVEL:** Journeyman **SPECIALITY:** Personnel Security .
Check If Continuation Page Attached _____ .

EDUCATION OR TRAINING COURSE/ CLASS COMPLETED Title	**LEVEL**	**DAYS**	***DATES***	***SOURCE*** (Training Center, College, or Organization Offering the training/course)	***COMPETENCIES*** (Indicate competencies improved or attained by completion of the training or course) Code	Competency name

Level = Introductory (I), Intermediate (M), Advanced (A). Days = Number of days of training. Dates = dates of course or class.
Code/Name = Alpha code & name for competency from Appendix A of ACTEDS Plan.

SIGNATURES **E-MAIL ADDRESS** **DATE**

VERIFICATION:
I certify, that, to the best of my knowledge and belief, all of the information on and attached **to** this document is true, correct, complete and made in good faith.

EMPLOYEE (Application): _____.

SUPERVISOR (Endorsement): _____.

MGR/ACPM (Optional): _____.

Step 4b

DOCUMENTATION OF COMPETENCY FROM EXPERIENCE FOR CP-35

(Separate sheet for each assignment)

1a. **Name:**			b. **Present Army MACOM:**		
c. **Email Address:**			d. **Phone:**	e. **DSN:**	
2a. **Career Area:** Security Countermeasures/CI	b. **Track:** Technical/ Non-supervisory	c. **Level: Journeyman**	d. **Series:** 080	e. Grade: 12	f. **Specialty:** Personnel Security

3. **Competencies Improved or Attained from Assignment** (Use separate sheet of bond paper to continue)

Code	Competency	Code	Competency

4. **Rotational Assignment/Permanent Assignment**

a. **Assignment/Position Title**:			b. **Military/Civilian Grade:**
c. **Date(s) of Assignment - From**:	**To**:	d. **#Months**:	e. **Org during Asgn:**
f. **Location/Duty Station:**			
g. **Position Description** (Duties actually performed related to competencies claimed. Use separate sheet of bond paper to continue)			
h. **Verifying Official**:			i. **E-mail Address:**

5**. Certification**. I certify that, to the best of my knowledge and belief, all of the information on and attached to this document is true, correct, complete and made in good faith.

	SIGNATURE	**E-MAIL ADDRESS**	**DATE**
EMPLOYEE (Application):			
SUPEVISOR (Endorsement):			
MGR/ACPM (Optional):			

Step 4c

DOCUMENTATION OF COMPETENCY FROM SELF-DEVELOPMENTAL FOR CP-35

NAME: _____ **DSN NO:** _____ **SERIES:** 080 **CURRENT GRADE:** 12 .

CURRENT ORGANIZATION: _____ **CAREER TRACK:** Technical/Non-supervisory .

CAREER AREA: Security Countermeasures/CI **CAREER LEVEL:** Journeyman **SPECIALITY:** Personnel Security .

Check If Continuation Page Attached ___ .

SELF-DEVELOPMENT ACTIVITY (Professional Societies, Community Activities, Published Articles or Books, Teaching, etc) **Activity**	DATES From To		DAYS/ MONTHS	**COMPETENCIES (Indicate competencies improved or attained by completion of the training or course)** **Code**	**Competency name**

Description of Activity (tasks completed and achievements attained related to competencies claimed)

Dates = dates of activity. Days/Months = number of days or months of activity. Code/Name = Alpha code and name for competency from Appendix A to ACTEDS Plan.

SIGNATURES **E-MAIL ADDRESS** **DATE**

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I certify, that, to the best of my knowledge and belief, all of the information on and attached **to** this document is true, correct, complete and made in good faith.

EMPLOYEE (Application): _____

SUPERVISORY (Endorsement) _____

MGR/ACPM (Optional): _____

Step 5a

CERTIFICATION OF COMPETENCY LEVEL FOR CP–35

Summary Sheet – Cn Core & Supv/Mgmt Competencies)

NAME: _____ **DSN NO:** _____ **SERIES:** 080 **GRADE:** 12 .
CURRENT ORGANIZATION: _____ **CAREER TRACK:** Technical/Nonsupervisory .
CAREER AREA: Security Countermeasures/CI **SPECIALITY:** Personnel Security **CAREER LEVEL:** Journeyman .

COMMON/CORE GROUP & TECHNICAL TRACK		Initials Emp	Supv	Mgr	CPM
CU	**UNIVERSAL (7 or more)**				
CU.1	Writing	X			
CU.2	Oral Communications	X			
CU.3*	Computer Skills	X			
CU.4*	Staff Work	X			
CU.5	Reasoning/Problem Solving/Creative Thinking	X			
CU.6	Self-Management/Initiative				
CU.7*	Security Precepts, Requirements and Procedures	X			
CU.8	Diversity Awareness				
CU.9	DCIPS/CP-35	X			
CU.10	**Funding & Contracting Cost Analysis**				
CL	**LEADERSHIP/TEAMWORK (4 or more)**				
CL.1	Project Management	X			
CL.2	Teamwork/Teambuilding/Leadership	X			
CL.3	Concept Facilitation/influencing/Negotiating				
CL.4	Decision Making	X			
CL.5	Evaluation and Critique	X			
CE	**ORGANIZATIONAL/ENVIRONMENT (5 or more)**				
CE.1*	Army Roles, Customs and Courtesies	X			
CE.2*	Army Organizational Roles	X			
CE.3*	DOD and joint Organizational Structures, Roles and Missions	X			
CE.4*	Intelligence Community and the National Intelligence Process				
CE.5*	Army Intelligence Roles and Functions	X			
CE.6*	Interagency Coordination				
CE.7*	**Force Integration**	X			
CF	**FUNCTIONAL/SUBSTANTIVE (4 or more)**				
CF.1*	Broad Career Area Expertise	X			
CF.2*	Related Disciplines/Career Areas				
CF.3*	Intelligence Cycle	X			
CF.4*	National Security and Military Strategy	X			
CF.5*	Force Integration	X			
CF.6*	Intelligence-Unique Computer/Network Systems				

SUPERVISORY/MANAGERIAL GROUP & TRACK		Initials Emp	Supv	Mgr	CPM
Code	**Subgroup/Competency**				
ML	**LEADING CHANGE (6 or more)**				
ML.1	Continual Learning				
ML.2	Creativity and Innovation				
ML.3	Flexibility				
ML.4	Resilience				
ML.5	External Awareness				
ML.6	Service Motivation				
ML.7	Strategic Thinking				
ML.8	Vision				
MP	**LEADING PEOPLE (3 or more)**				
MP.1	Conflict Management				
MP.2	Cultural Awareness				
MP.3	Integrity/Honesty				
MP.4	Team Building				
MR	**RESULTS DRIVEN (4 or more)**				
MR.1	Accountability				
MR.2	Customer Service				
MR.3	Decisiveness				
MR.4	Problem Solving				
MR.5	Technical Credibility				
MR.6	Entrepreneurship				
MB	**BUSINESS ACUMEN (2 or more)**				
MB.1	Human Resource Management				
MB.2	Financial Management				
MB.3	Technology Management				
MC	**BUILDING COALITIONS/ COMMUNICATIONS (4 or more)**				
MC.1	Influencing/Negotiating				
MC.2	Interpersonal Skills				
MC.3	Oral Communications				
MC.4	Partnering				
MC.5	Written Communication				
MC.6	Political Savvy				

Step 5b CERTIFICATION OF COMPETENCY LEVEL FOR CP – 35

(Summary Sheet – Career Area Competencies)

NAME: _____ **DSN NO:** _____ **SERIES:** 080 **CURRENT GRADE:** 12 .
CURRENT ORGANIZATION: _____ **CAREER TRACK:** Technical/Nonsupervisory .
CAREER AREA: Security Countermeasures/CI **SPECIALITY:** Personnel Security **CAREER LEVEL:** Journeyman .

Organizational/Environmental Competencies:

Code	Competencies	Emp	Supv	Mgr	CPM
SE.1	DOD Organizations and their Investigative Responsibilities	X			
SE.3	HUMINT Operations	X			
SE.4	Joint Interagency Operations	X			
SE.5	Multidiscipline SCM or CI Operations	X			
JOB SPECIFIC or MACOM COMPETENCY REQUIREMENTS*					

Functional/Substantive Competencies:

Code	Competencies	Emp	Supv	Mgr	CPM
SF.1	Security Laws and Regulations	X			
SF.2	Intelligence Laws & Related Statutes	X			
SF.3	Countermeasure Disciplines	X			
SF.4	Foreign Intelligence Threat	X			
SF.6	Acquisition Systems Protection Requirements	X			
SF.7	Special Access Program Requirements	X			
SF.8	Foreign Disclosure	X			
SF.9	Counterterrorism and Antiterrorism	X			
SF.10	Counterproliferation	X			
SF.14	Counterintelligence Requirements and Procedures	X			
SF.16	Polygraph Operations	X			

Emp =Employee Initials. Supv =Supervisory Initials CPM=CPM or ACPM. *Could also include Language and Area Studies requirements

VERIFICATION:
I certify, that, to the best of my knowledge and belief, all of the information on and attached to this document is true, correct, complete and made in good faith.

SIGNATURES **E-MAIL ADDRESS** **DATE**

EMPLOYEE (Application): _____ _____.

SUPERVISOR (Endorsement): _____ _____.

MANAGER/ACPM (Endorsement): _____ _____.

CPM (Approval): _____ _____.

Overview of Career Management Guidance

TECHNICAL CAREER TRACK			
Career Level	**Assignments**	**Academic Studies**	**Training**
Entry/Develop-mental Level (Grade-5/7/9)	**Detailed guidance for developing an intern's training plan is provided in Appendix F.**		
Journeyman (10/11/12/13)	**Two or more assignments in varied functional, geographical or organizational settings (see page 46 on mobility) such as an Intelligence Community Assignment Program (ICAP) or Equivalent Assignment for GG-13s (p. 52)**	**- A Bachelors Degree In a Related Subject (p. 44)** **- Pursuit of Advanced Studies in a Related Subject such as from the Joint Military Intelligence College (JMIC) (p. 56)**	**- Completion of Job Specific Training** **- Completion of ACTEDS Training for Track, Area and Specialties (Appendix A)** **- Sustaining Base & Leadership Mgmt (SBLM) Program (GG-12+) (p. 49)** **- IC Officer Training (ICOT) (GG-13+) (p. 52)**
Expert (14/15)	**Two or more assignments in varied functional, geographical or organizational settings such as an ICAP or Equivalent Assignment if not yet completed**	**- A Masters Degree in a Related Subject such as from JMIC** **- Further Academic Studies in a Related Subject such as from a Senior Service College (p.49)**	**- Completion of Job Specific Training** **- Completion of ACTEDS Training for Track, Area and Specialties** **- SBLM (GG-12+)** **- ICOT (GG-13+)**
Senior Expert (SIP/DISL)	**Two or more assignments in varied functional, geographical or organizational settings**	**- Further Academic Studies in Advanced Areas**	**- IC Senior Leader Program**

SUPERVISORY/MANAGERIAL CAREER TRACK			
Career Level	**Assignments**	**Academic Studies**	**Training**
Team Leader (Grade -10/11/ 12/13)	**Two or more assignments in varied functional, geographical or organizational settings (see page. 46 on mobility) such as an ICAP or Equivalent Assignment for GG-13+ (p. 52)**	**A Bachelors Degree In a Related Subject (p. 44 on Academic Studies/Degrees) - Pursuit of Advanced Studies in a Related Subject such as from the Joint Military Intelligence College (JMIC) (p.55)**	**- Completion of Job Specific Training - Completion of ACTEDS Training for Track, Area and Specialties (Appendix A) - Army's Civilian Leadership Development (p.48) - Sustaining Base and Leadership Management Program (SBLM) (GG-12+) (p.49) - ICOT (GG-13+)(p. 52) - Defense Leadership and Management Program (DLAMP) (GG-12+) (p. 49)**
Supervisor (10/11/12/13)	**Two or more assignments in varied functional, geographical or organizational settings such as an ICAP or Equivalent Assignment for GG-13+**	**- A Bachelors Degree in a Related Subject (p. 44) - Pursuit of Advanced Studies in a Related Subject such as from the JMIC (p.56)**	**- Completion of ACTEDS training for Track, Area and Specialties. - Army's Civilian Leadership Development Program - SBLM (GG-12+) - ICOT (GG-13+) - DLAMP (GG-12+)**
Manager (14/15)	**Two or more assignments in varied functional, geo-graphical or organizational settings such as an ICAP or Equivalent Assignment if not yet completed & assignment to a Key Position (p. 13)**	**- A Masters Degree in a Related Subject such as from JMIC - Further Academic Studyies in a Related Subject such as from a Senior Service College (p.49)**	**- Completion of ACTEDS Training for Track, Area and Specialties - Army's Civilian Leadership Development - SBLM - ICOT - DLAMP**
Executive (SIES/DISES)	**Two or more assignments in varied functional, geographical or organizational settings.**	**Further Academic Studies in Advanced Areas**	**- Army's Civilan Leadership Development Program -IC Senior Leader Program**

APPENDIX B (Catalog)

- Vision for Appendix B is for Website of Websites and Search Tools to Find Training Alternatives
  - Might also List Experience-Based Activities Like Rotational Assignments, Self-Development, etc
  - **Labor Intensive to Develop and Maintain**
- At First - Offer Website of Websites + Guidance
  - **Web Links Found under "Training Sources" on page 32 of Plan**
  - **Seek IC Solution for Compendium and Search Engine**
- Solution for Course Availability/Affordability
  - **Virtual University (Joint Intelligence Virtual University)**
  - Army "Plug and Play" Initiatives (Local Hardware)

KEY POLICIES

- **Standards of Competency**
- **Imbedded in Performance Objectives**
- Optional Professional Certifications
- Integration with Personnel Management Processes
  - **Competitive Selection/Promotion Actions**
- Planning, Programming & Budgeting Goals for
  Training and Career Development
  - **Minimum 2 – 3 % of Personnel Budget for**
    Training and Career Development
- Senior Leader Support Required

MARKETING STRATEGY

- **Brochure** Developed to Market Plan
  - Condensed “Careerist” Focus for Personal Use
- **Briefing** Also Developed to Publicize The Plan
  - Available to Individuals on Webs
  - Available to Groups Through Briefings by Activity CPMs (ACPMs)
  - Available Through IPMO Staff Assistance Visits and VTCs
- Publication of Complete **Plan** (Text and Appendices) Only on Webs (Many “Links”)
  - Length and Complexity Makes it **Reference Document**

IMPLEMENTATION EXPECTATIONS

- ACTEDS Requirements in Support Forms and Employee Performance Evaluations
- Promotions/Hiring Will Reflect ACTEDS Requirements
- Commands and Organizations Will Plan and Budget for Requirements and Let Their People Go
- Careerists Will Pursue Certification and ICO Designation Program Requirements
- Increased Participation in FCR Funding Program
- **Convene a Career Program Planning Board in January to Further Refine -Dynamic**

FC AND FCR STATEMENTS

- FC Addresses Senior Intelligence Officers (SIOs)
  - **Provides Future Forecast/Emphasizes Current MI Issues**
  - **Highlights IC Focus**
  - **Stresses Linkage to Personnel Mgmt/MI Planning Requirements**
  - ***Requests Support***
  - ***Promises to Seek More T&D Opportunities***
- FCR Addresses Careerists and Their Supervisors
  - Competency/Professionalization Focus
  - Spotlights
    - New Career Development Model
    - Optional Certification
    - ICO Designation and Defense Leadership and Management Program (DLAMP)
    - FCR's Competitive Development Program
    - Linkage to Personnel Mgmt/2002 Implementation Date
  - *Requests Patience of Careerists*

BACKUP SLIDES

- SLIDES Number
  - ACTEDS Background 26
  - Goals/Objectives 27
  - Major Changes 28
  - **Policies/Teeth 29-34**
  - Intake and Diversity Management 35
  - **CD "Important" Factors 36**
  - **Career Development Programs 37**
  - Relationship to Other Initiatives 38
  - **ICO Designation 39**
  - ICOT Requirements 40

BACKUP SLIDES

- SLIDES Number
  - Responsibilities 41
  - Intern Career Development Program 42
  - **Civilian Leadership Training 43**
  - Career Management Process 44
  - Career Level Definitions 45
  - **Sample ACTEDS Certificate 46**

ACTEDS BACKGROUND

- History
  - Second Edition Published in Sept 93
  - Several Drafts of Third **Edition** Reviewed By MACOM Career Program Managers (CPMs) Over 2+ Years
  - Several Drafts Reviewed By ASA(M&RA)
  - July 99 CP-35 Career Program Planning Board (CPPB)
  - Nov 99 Mini-CPPB
  - Additional CPM and ASA(M&RA) Reviews

INTRODUCTION - Goals/Objectives

- High Quality Workforce
- Strengthen the Army IC
- Enhance Professionalism
- Provide Corporate Perspectives and Link to Personnel Actions
- Facilitate Supervisor-Careerist Discussion
- Increase Priority of Trng/Dev
- Improve the Work Environment
- Allow for Flexibility
- Support Dual Track Development
- Balance Institutional Training & Experience

- Responsibilities Section
  - Responsibilities Differ From Many Career Programs
  - **Examples - Competency Certification and Linkage with Personnel Actions**

MAJOR CHANGES IN THIS EDITION

- Updating of CP “Structure”
  - Revised Career Areas and Specialties
- **Updating of Army Competencies**
- **Optional Certification of Attainment of Standards for a Career Level of a Career Area/Specialty**
- **Linkage of Career Management Objectives With Personnel Actions and Organizational Planning**
  - Reinforces Professionalization/Broadening
  - Provides Basis for Organization Planning, Programming and Budgeting

CAREER MANAGEMENT POLICIES

- Key General Policies
  - **Emphasis on Responsibility of Careerist for Career Progression**
  - **Training/Ed.& Development Do Not Guarantee Promotion**
  - Competency Vs Training Course Emphasis
  - New Model for Career Development
    - Civilian Role as “Specialist” Results in Myriad of Requirements and Courses
    - No Broad “Career Level” Producing Courses
    - Competencies Can Be Attained Through “Balanced” Combinations of Experience, Training and Education

CAREER MANAGEMENT POLICIES

- Multi- and Mutually Reinforcing Policies to Power a Culture Change
  - First - Standards of Competency
    - Establishment of Army and IC “Requirements” to Broaden/Professionalize
    - Definitions/Requirements by Career Level
      - Four Levels
    - Standard of Attainment - Preponderance Rule
      - **Careerist Required to Attain Two Thirds of Competencies in Applicable Subgroups of Career Track and Area/Specialty = 70% in Practice**

CAREER MANAGEMENT POLICIES

- Second - Optional Professional Certification
  - Provides a Personal & Organizational Challenge
  - Provides Sense of Accomplishment/Status/ Community
  - Use also for Service/Agency Requirements Portion of ICO Designation and DLAMP
  - CPMs Certify/Reconsideration by ADCSINT
    - IC or OSD Review for ICO Designation/ DLAMP
  - **Certificate to be Awarded -- Recognition Ceremonies Recommended**

CAREER MANAGEMENT POLICIES

- Third and Fourth - Integration with Key Personnel Management Processes
  - Performance Management **(3rd)**
    - **Training & Development (T&D) Will be in TAPES Objectives of Careerists and Supervisors**
    - **T&D Will be Considered in Final Overall Ratings**
    - **Supervisory Discretion Maintained in Defining Requirements and Measuring Attainment**
    - Exigencies Recognized to Protect Employees

CAREER MANAGEMENT POLICIES

- Competitive Selection/Promotion Actions **(4th)**
  - Required Consideration of Breadth as well as Depth of Competencies in these Personnel Actions
  - Selecting Supervisor Determines Specific Requirements and Attainment from ACTEDS Plan
  - 2000-2001- Use of Breadth "Encouraged"
  - **2002 - Breadth/Degree of Completion of ACTEDS will be Just One Element of Crediting Plan/Just One Factor for Competitive Selection and Promotions**
  - **Will Not Be "Mandatory" for Eligibility**
    - Note: ICO Designation Will Become Mandatory in 2005 for DISES/SIES Positions

CAREER MANAGEMENT POLICIES

- Fifth, Sixth - Planning, Programming and Budgeting Goals for Training and Development
  - Training and Development Plan **(5th)**
    - Linkage with MI Business/Strategic Plans
  - Investment **(6th)** - Minimum 2 - 3% of Personnel Budget Invested in Training and Development
    - Can be Resourced from Several Sources
    - **Also Goal of 2 Training and Development Activities Per Year**
- Seventh - Senior Leader Support
  - Linkage with DOD IC Reshape/Revitalize Initiatives
  - Linkage to IC Strategic Plans

CAREER MANAGEMENT POLICIES

- Intake and Diversity Management
  - Dependence on Webs for Recruitment
  - Assumes IC Website Coming (Major New Intake Source)
  - Diverse Intake Required (ACTEDS Interns Not Enough)
  - **PCS Required for Fills with Army-Wide or Wider Competitive Areas for Positions, Grade 13 & Above**
  - "All Source" **14 - 30** Day Recruitment for Competitive Fills of Grade 14/15 Positions
  - EEO/AA Commitment - Continued Special Requirements for Competitive Fill of Positions Grade 14 & 15

CAREER MANAGEMENT POLICIES

- Career Development ("Important" Factors But NOT Mandatory)
  - **Relevant College Degrees**
  - **Mobility** (Geographic/Organizational/Agency/Functional)
  - Relevant and Progressive Rotational/Developmental Assignments
  - Language/Foreign Area Studies (Where Relevant)
  - MIOBC/MICCC for Entry/Developmental and Junior Journeymen Career Levels
- Supplementation of ACTEDS/MTP by MACOMs Encouraged
  - MICECP is Good Example

CAREER DEVELOPMENT PROGRAMS

- Intern Career Development Program
- **Army Leader Development Courses**
  - Mandated in ACTEDS Plan (Mandatory)
  - Required of all Career Programs by ASA(M&RA)
  - Creditable Toward ICO Designation and DLAMP
- Army-Wide Opportunities For All CIPMS/ DCIPS Careerists.
  - **Sustaining Base Leadership and Management Program (SBLM) (Resident and Nonresident Programs)**
  - Senior Service Colleges
- Joint Military Intelligence College (JMIC)
  - **BSI, PGIP, or MSSI**

RELATIONSHIP TO OTHER INITIATIVES

- Career Management/Training as Major Tool for Revitalizing/Reshaping the MI Civilian Workforce
  - Greater Weight to “Broadening/Professionalization”
  - **Cultural Change for Role of and Responsibility for Civilians**
  - **Can be Important Tool to Shape Interim and Objective Forces**
- Intelligence Community (IC) Focus
  - Career Patterns Broadened (Not Just Within Army)
  - Integrates Intelligence Community Officer (ICO)
  - **“Positions” Army for the Future IC (Greater Community)**

ICO DESIGNATION

- ICO (Balanced Technical and Supervisory Track/IC Arena)
  - Intel Community Assignment Program (ICAP)
  - ICO Training (Significant Overlap with ACTEDS)
  - Organization Career Development Program (Consists of ACTEDS Requirements)
  - **Starting ICO Designation Process in Army by 01 to Be Ready for 02 Requirement**

ICO TRAINING REQUIREMENTS

- National Security and Intelligence Issues (1 week);
- Leadership and Management (3 weeks);
- CI, Security, IA and Denial and Deception (1 week);
- Production and Analysis of Intelligence (1 week);
- Collection, Sources and Processing of Intelligence (1 week);
- Impact of Technology Across the IC (1week); and
- **A Capstone Residence Training Experience Blending the Above (2 weeks).**

RESPONSIBILITIES

- **CAREERISTS**
  - Participate with their supervisors in determining competency requirements and training needs to be documented and evaluated in the TAPES process.
  - Attain professional certification for their Career Level, Track and Area and Specialty.
- **SUPERVISORS**
  - Counsel employees on alternatives and most effective means of attaining competencies and professional certification.
  - **Establish, document and evaluate completion of training objectives and competencies in TAPES appraisal support forms and other formats as needed for careerists.**
  - **Evaluate attainment of competencies for careerists and endorse requests for competency certification/professionalization.**
  - **Consider required ACTEDS competencies/degree of professionalism in selection and promotion actions.**
- **MACOM CAREER PROGRAM MANAGER (CPMs)**
  - Review and approve applications from careerists, or re-delegate that authority to ACPMs, for certification for professionalization such as for attainment of Career Levels, eligibility for Intelligence Community Officer (ICO) Designation and Defense Leadership and Management program (DLAMP) graduate status.

INTERN CAREER DEVELOPMENT PROGRAM

- Master Intern Training Plan (MITP)
  - Three Phase Internship from 24 to 36 Months
  - Structured but Flexible Requirements for Intern Career Development Plan (ICDP)
    - Not One “Master Plan” that Fits all Interns
  - **CPMs Responsibility for Quality**
- **Local Interns Have Same Training Requirements as ACTEDS Interns**
- Goal is to be Well Rounded in Career Area/ Specialty Plus Have Good IC Foundation

CIVILIAN LEADERSHIP TRAINING

COMMON CORE

(AR 690-400, Chapters 410/412)

EXECUTIVES

MANAGERS

SUPERVISORS

INTERNS

- ★ **ILDC (Intern Leadership Development Course) (on site)**
- ★ **AODC (Action Officer Development Course) (Correspondence)**
- ★ **SDC (Supervisory Development Course) (Correspondence)**
- ★ **LEAD (Leadership Education and Development Course) (on site)**
- ★ **MDC (Manager Development Course) (Correspondence)**
- **OLE (Organizational Leadership for Executives) (Resident)**
- **PME I/II (Personnel Management for Executives) (Resident)**
- ★ **GO/SES Training Conference (Resident)**
- ★ **GO/SES Force Integration (Resident)**
- ★ **CCL (Ctr for Creative Leadership) (Resident)**
- ★ **EO/EEO Orientation (Resident)**
- **APEX SES Orientation (Resident)**

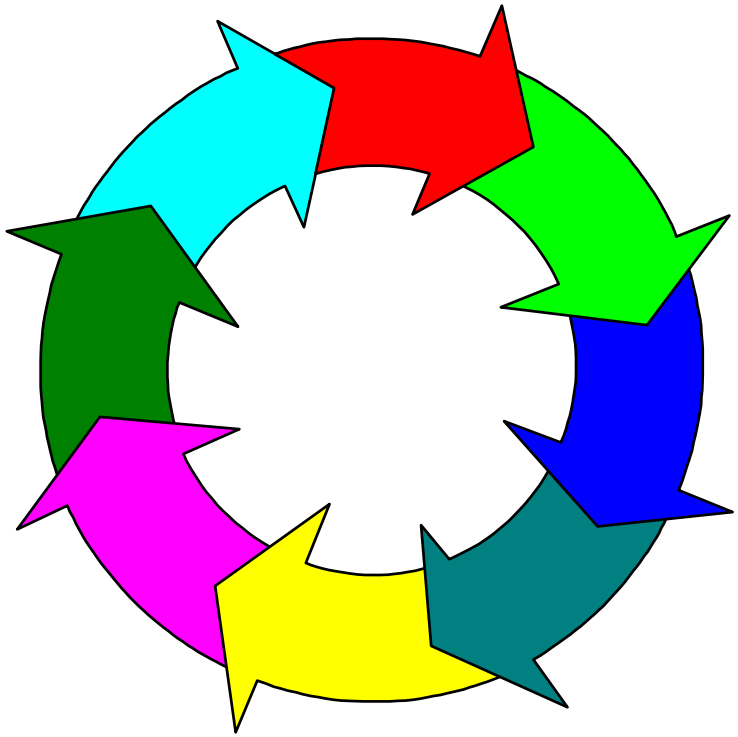
ARMY MANAGEMENT STAFF COLLEGE

Sustaining Base Leadership and Management Course

★ **Mandatory**

Policy & Program Development-OASA(M&RA)

CAREER MANAGEMENT PROCESS



1. Determine ACTEDS Requirements
2. Document Those Attained
3. Determine ACTEDS Competencies Needing Work
4. Consider Additional Requirements
5. Plan Education, Training & Development
6. Acquire Resources
7. Evaluate/Document Progress
8. Begin Cycle/Request Certification

CAREER LEVEL DEFINITIONS

Developmental (Grades 5 to 9): **General knowledge of and expertise with the principles, concepts and/or methodologies of the competency as attained from education or basic/familiarization/overview courses *and/or* initial on-the-job orientation/training and closely supervised assignments. Becomes qualified to advance to intermediate courses and perform a range of routine assignments under general supervision relying on the competency.**

Full Performance/Supervisor (Grades 10 to 13): Thorough, complete understanding of and expertise in the principles, concepts and/or methodologies of the competency as attained from education *and* intermediate courses, and in some cases advanced courses, as well as successful experience in a variety of complex assignments, under normal supervision, that require the competency. Able to lead and guide lower-graded personnel in the competency.

Expert/Manager (Grades 14 to 15): Mastery of the principles, concepts and/or methodologies of subject/competency and expertise as attained from the most advanced training and graduate level education, such as IC or Joint education and/or training, as well as significant success in performing the most demanding assignments requiring the competency. Able to experiment and apply new developments in the competency to problems/tasks not susceptible to treatment by accepted methods.

Senior Expert/Executive (Grades above 15): Mastery of the

CERTIFICATE OF ACTEDS COMPLETION

LAWRENCE X. SMITH

PERSONNEL SECURITY SP ECIALIST, GG-080-12

Has completed Army Civilian Training, Education and Development System (ACTEDS) Plan requirements for Career Program 35 – Intelligence for the Full Performance Career Level for the Technical/Non-Supervisory Career Track, the Security Countermeasure/ Counterintelligence Career Area, and the Personnel Security Specialty. This Certification also documents that Mr. Smith meets Army's portion of the requirements for the Intelligence Community Officer (ICO) Designation and, with meeting the additional requirement of completing Army's Sustaining Base Leadership and Management Program (SBLM), will meet Army's portion of the requirements for the Defense Leadership and Management Program (DLAMP).

_____
Date

_____
Career Program Manager Signature

DEFENSE LEADERSHIP AND MANAGEMENT PROGRAM

With the addition of SBLM, will meet Army's portion of the requirements for DLAMP

Meets Army's portion of the requirements for ICO Designation

INTELLIGENCE COMMUNITY OFFICER ICO